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Decument No.
To Chapter 1955

MEMORANDUM FOR: DEPUTY DIRECTOR (SUPPORT)

SUBJECT:

Effective Use of Agency Manpower.

- 1. I am offering herewith a suggestion for increasing the effectiveness of the Agency's manpower and for improving the morale of the Agency's younger staff, particularly that group that goes into foreign posts. The reasons for offering it stem from several years of observation of these young people as they are trained and assigned and as they return and are reassigned. These observations indicate a weakness in organization, probably stemming from rapid growth, but which may also be an unawareness of the problem on the part of top management.
- 2. The problem may be stated simply: there seems to be no individual or office directly and solely concerned with conservation of Agency manpower. Each person in a supervisory position undoubtedly is aware that
 manpower should be conserved, but he has other operational problems of
 far greater day by day priority. Hence he is not too greatly concerned
 in cutting the red tape that prevents prompt movement of an individual
 to and from the job for which he has been trained. In some cases men sit
 for months in non-productive status because of hitches involving agreement
 of cover agencies, housing, etc. The losses accumulate and become a fair
 part of the total budget; the greater loss is, of course, in effectiveness
 when foreign posts are unfilled.
- 3. From the standpoint of the individual, the effect of unnecessary delay in assignment and dispatch to duty post, is frustrating. He losses confidence in his superiors and in the importance of the Agency's job. He is demoralized by idleness or obvious boundoggling. Sometimes he quits in disgust and thus wastes the cost of his acquisition and training.
- h. The returning employee is often worse handled, from his standpoint, than the man awaiting initial dispatch to the field. He frequently has to buck a small local empire in which turnover, since his last headquarters duty, has made him an outsider. Entrenched resistance has to be overcome before he can fit in. Again, delay and substantial reduction in importance may well cause frustration leading to resignation from the Agency.
- h_{\bullet} . The foregoing examples are not the rule. They do however, represent situations that recur with enough frequency to constitute x problem



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for which a solution should be found. It is in this context that the attached suggestions are offered. In order that they be considered solely on their merits, they should not be identified as to source. In no particular instance are the critical comments based on the writer's personal experience in the Agency.

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